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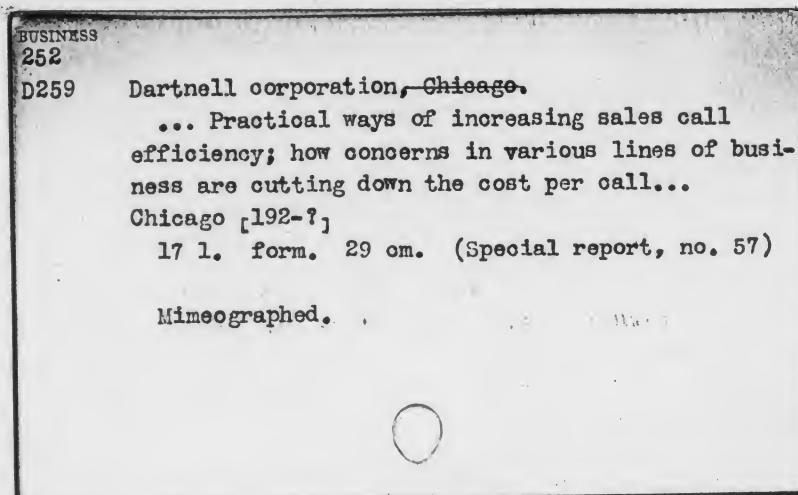
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PRECISIONSM RESOLUTION TARGETS

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DARTNELL CORPORATION

SPECIAL REPORT NO. 57

PRACTICAL WAYS OF INCREASING SALES CALL EFFICIENCY

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SPECIAL REPORT 57

PRACTICAL WAYS OF INCREASING SALES CALL EFFICIENCY;
HOW CONCERNS IN VARIOUS LINES OF BUSINESS
ARE CUTTING DOWN THE COST PER CALL

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Compiled by
THE DARTNELL CORPORATION
CHICAGO

July 5, 1927, L.V. 1/108

PURPOSE OF THIS REPORT

In presenting this collection of plans, we realize that very few of them will be directly applicable to your specific business. Our object, however, is not so much to furnish you with ready made plans for increasing sales call efficiency, as it is to set you thinking along these lines. In making a recent investigation as to the cost per call in over 300 lines of business, we found that less than 3% of the concerns replying to our questionnaire had any idea as to how much it cost a salesman to call on a customer.

A salesman can make just so many calls a day, and the percentage of sales resulting from these calls, depends very largely on the manner in which he capitalizes the time spent in the buyer's presence. We hope the suggestions embodied in the following pages will prove useful in assisting you to devise some systematic methods through which your salesmen may be enabled to reduce their cost per call, and increase their percentage of sales to calls.

We wish to thank the following subscribers for the co-operation extended in the preparation of this report:

L. J. Conger, general sales manager, Corona Typewriter Co.
R. C. Thompson, treasurer, Globe Optical Company
H. E. Peterson, general sales manager, Beaver Board Companies
W. R. Gillette, sales manager, Walter A. Woods Machinery Co.
D. H. Wright, secretary, Wright, Barrett & Stilwell Co.
Martin L. Pierce, mdse'g. manager, Hoover Suction Sweeper Co.
Donald M. Wall, asst. sales manager, Luther Grinder Mfg. Co.
J. J. McPhillips, manager service dept., Seamans & Cobb Co.
C. E. Butcher, general sales manager, The National Roofing Co.
Kingman Brewster, vice-president, Greenfield Tap & Die Corp.
H. W. Alexander, asst. to president, American Writing Paper Co.
E. K. Woodrow, sales manager, Krohn, Fechheimer Company
George E. Malone, sales manager, Dayton Spice Mills Company
W. A. McDermid, sales manager, The Mennen Chemical Company
A. M. Cossitt, sales manager, The Strouse-Baer Company
W. E. Laidlaw, sales manager, The Dayton Wire Wheel Company
P. S. Salisbury, sales manager, Robt. H. Ingersoll Brothers
G. B. Weber, sales manager, Benjamin Electric Company
S. C. Jones, advertising manager, James S. Kirk & Company
R. K. Russell, general sales manager, Duplicator Mfg. Co.

A SPECIAL REPORT DESCRIBING ACTUAL METHODS
BY WHICH CONCERNS IN VARIOUS LINES OF BUS-
INESS ARE INCREASING SALES CALL EFFICIENCY

All material embodied in this report has been contributed by subscribers to the Dartnell Monthly Sales Service and is fully protected against use by magazines, trade papers, etc., without specific permission from the interested concerns.

WHAT IT COSTS A SALESMAN TO MAKE A CALL: Subscribers who have made inquiry into the cost per call have invariably been surprised at the result of their figures. While such figures prove little except as a reflection of effective management, they are nevertheless interesting, because they crystallize a fact that we are all inclined to lose sight of at times -- namely, that it costs the house a definite sum of money every time a salesman calls on a buyer, and reminds us of the importance of getting full returns from this expenditure. To that end, we are tabulating the information returned to us on that subject:

A large national tire organization: Our salesman's selling cost is about 3% of our sale. Dividing this expense against sales in both city and country territory, we get \$4.51 for the city and \$12.30 for the country.

The maker of a nationally advertised, popular priced line of watches: It costs our salesmen about 6% to sell a bill of goods. Our average cost per call in all territory is \$1.43. This is steadily rising.

A St. Paul wholesale dry goods house:

Cost per call \$7.50.

Manufacturer of bearing metal:

Our salesman's selling cost is 5%: Cost per call now averages \$8.00.

A distributor of lighting fixtures:

Salesman's selling cost 10% of sales, an increase of 1% over 1916. Average cost per call \$3.50.

A large lithographer doing a national business:

Fair salesmen's selling cost is 15% in our line. Average cost per call \$2.56.

A seed concern:

Average cost per call \$2.75

Manufacturer of stoves and ranges: Salesman's selling cost 7½; cost per call (city) 80 cents; country \$4.00.

Accepting these figures as representative, it would appear that the average cost per call is around \$5.00, varying greatly, of course, with the intensity of the territory and the character of the sale. This figure may be quite out of proportion for your business, but it will serve as a general working figure.

VARIOUS WAYS IN WHICH CALLS MAY BE INCREASED: If the measurement of successful sales management was number of calls alone, it would be a simple matter to make a showing on that basis. A bonus for increased calls, such as some of the typewriter companies use, would accomplish that result. As already stated in these reports, the Remington Typewriter Company materially increased calls and at the same time sales, by paying so much per call in addition to the usual commission on sales. Better routing of men is another effective way to increase quantity calls. Many concerns are now using the "block" system, which gives each salesman a definite number of accounts to look after. The Hood Tire Company fix this figure at (40) forty. Equipping salesmen making country territory with automobiles is still another expedient that has already received consideration, but which is destined to grow in popularity.

In connection with working small towns, we quote a general letter sent out by W. S. Thomas, general sales manager, Pratt Food Company, Philadelphia, which may prove suggestive:

TO ALL SALESMEN:

We have before us a Daily Report, dated November 12th, sent in by Mr. F. R. Carson, who covers Eastern Indiana and a few counties in Ohio and Kentucky. The further we check up this report the more interesting

it becomes. The facts are sufficient to tell the story without a "flowery write-up."

Mr. Carson made nine towns in Huntington, Wells and Wabash counties, Ind. (mainly Huntington) on November 12th. The population of the LARGEST town he made is just ONE HUNDRED AND SEVENTY-FIVE. None of the towns have over two stores that could be considered prospects for products in our line. Most of them have only one store. Every one of these towns is located off the railroad and are so small and seemingly so unimportant that every Pratt representative that has made Eastern Indiana in years gone by, has passed them up as not worth the time and expense it would take to make them. In fact, Mr. Carson himself, who works his territory very closely as a rule, "passed up" this particular bunch of towns last season. The result was that we hadn't a dealer in a single one of these nine towns.

But this year, F. R. Carson (who, by the way, is the hustling "Jerry" Carson's brother) is beating his own record for working his territory closely and is not missing a single dealer that is in a position to sell "Pratts." So he covered these nine small towns that had for years been considered unworthy of attention by Pratt salesmen and LANDED A DEALER IN SEVEN OF THE NINE, TURNING IN ORDERS THAT TOTALLED \$214.35 FOR HIS DAY'S WORK.

We have many times tried to bring out the necessity or, what is more to the point, the advisability of working the small towns but here is something that's far better than "ginger up" letters telling you to "go to it" -- here's concrete evidence THAT IT PAYS to work small towns when they are worked with the same aggressiveness that you work larger points.

On second thought, we are going to do more than simply give you the facts in this letter -- we are going to send you a copy of the Daily Report. When you are tempted to pass up a small town in your territory give this report a "once-over," note the neat little total -- \$214.35 -- that Carson turned in for the day he spent covering a bunch of towns that seemed like "100 to 1 shots", then go after the best prospect in the particular small town that you have in mind and get his order.

So important does the average subscriber consider this matter of intensively working territories to be, that nearly all are increasing the number of cars in use by salesmen. The New Idea Spreader Company advise us that they expect to have nearly 65 cars in use by next spring. Robt. H. Ingersoll & Bro. are working along the same lines: P. S. Salisbury, in charge of sales promotion writes: "It is very seldom that our men have to jump more than five or ten miles between towns, and even though the next "town" may be but a cross roads store, this store serves a definite community that needs Ingersoll

watches." The subject of salesman's automobiles has already been considered in these reports (Report No. 28) but the following excerpt from the minutes of a recent convention of salesmen selling Larro-feed, may be of interest at this time:

Mr. Sloan:

I have a few brief notes, which will give a general outline: In the first place the object of a Larro-feed salesman is to cover a given territory and call on Larro-feed dealers or Larro-feed prospects. His efficiency is in a great measure determined by his ability to get from one point to another, and to shorten time between milestones. Whether a machine would be an advantage or not can only be determined by a careful analysis of each individual's territory as follows: First - character of territory and road conditions, as compared to rail facilities. Second - kind of machine used, and mechanical attention it receives. Third - cost per mile, as compared to other travel.

I have found it a great benefit to my territory to have an automobile, because there is so much of it that cannot be covered by rail very quickly, and I have also found that some times you meet a man - a new prospect - on whom you find it necessary to spend quite a little time, and just when you think you have him tied up, it is train time and you don't want to remain there over night, and may let that fellow slip and perhaps lose the order because you have to catch the train, whereas, with a machine you can tear your time tables up and go when you get ready.

In regard to the cost of operating a car, I figure that your first 10,000 miles is the most economical, because you don't have to charge off so much depreciation; I figure that at about 1¢ a mile, but after you run 10,000 miles and start your second 10,000 miles you probably have to spend 1¢ a mile for upkeep and then charge off another 1¢ a mile for depreciation; in other words, it will cost you 4½¢ for the second 10,000 miles. Of course, that is all determined by the operator, and one man will spend more than another, so it all works down to the individual man and the individual territory he has to cover. I figure that the cost for the first 10,000 miles will be about as follows: figuring that you can get a fairly good set of tires for about \$60.00

(
1¢ per mile for tires
1-1/2¢ per mile for gasoline and oil
1¢ per mile for upkeep and depreciation.
- a total of 3½¢ per mile for the first 10,000 miles.

For the second 10,000 miles --

(
1¢ per mile for tires
1-1/2¢ per mile for gasoline and oil
2¢ per mile for upkeep and depreciation.
- a total of 4½¢ per mile for the second 10,000 miles.

This is plus the toll charges that have to be paid. Taking a year's work you can safely add two days a week more to your account, making 100 days more actual work in a year with a machine than you can without it. I have found that to lay the machine up for a few days I feel completely lost without it. The actual cost of a machine, however, is only one that can be divided by the individual salesman, the amount of territory he has to cover, and the kind of roads. It is very convenient to have a machine if you should drop up to a man's place and he says: "Bill Smith got 200 lbs. of Larro the other day; didn't like it, wants his money back" -- you get him to jump into your machine and go out in a few minutes, otherwise it may take you half a day to go up there and straighten that fellow out. Furthermore, each man has a radius of perhaps 100 square miles to cover -- if there is not a Larro-feed dealer within a radius of ten miles, there is a Larro-feed prospect, and if you did not have the machine you would skip these other places, as there might be a railroad line by which you probably could not make those stops within three days time. Another thing is that a good many of our dealers - some of our best dealers - are located back off the railroad points. An automobile is, therefore, especially valuable, because it enables one to get off of the main traveled roads - the place that is easily covered by all salesmen, and seems to me we stand a better chance of interesting a man and getting him to take on Larro. He does not see so many feed salesmen - is probably just in need of something to compete with Union Grains or Unicorn, and is very ready and anxious to take on a feed like that. It is all up to the man giving an honest analysis of the conditions in his territory.

Mr. White:

As far as my machine is concerned, it has been the biggest help in my territory; but here is where I made the first mistake, that I did not get a good machine. In the last month or so I have opened up many new accounts that I never could have secured without a machine. Some of the towns would have taken me a whole week to make unless I drove, and practically in every one of those towns I opened up new accounts on Larro-feed, but here is the proposition; In the territory I cover in North-eastern Ohio the roads are fairly good, but after I leave Youngstown and get down in that hilly section, it is just hill after hill, and I cannot depend on a Ford. I need a heavier car. When a man is driving 85 to 100 miles a day it is too much wear and tear on him to drive a Ford. There is no question but what a machine is the biggest kind of a help. Before I had the machine my expenses some months would run as high as \$69.00 on cars alone, and a proposition to hire a livery rig is too slow.

REDUCTION OF SIZE OF TERRITORIES: Most of our subscribers also report that they are slashing sales territory in an effort to get the sales task down to the point of greatest efficiency. Mr. H. E. Peterson, sales manager of the Beaver Board Company writes: "Starting with the first of the year we will redistrict our sales territory taking zones aggregating a million population."

Mr. R. C. Thompson, treasurer and sales manager of the Globe Optical Company,

Boston, writes:

What we did do was this - realizing the increasing cost per call, in our sales meeting the first of August it was decided to call on every customer within the next sixty days. In explanation, we cover our territory practically once every thirty days; in the Holiday season, of course, a great many are found to be away. Our idea in adopting the slogan "see every customer once within the next sixty days" was to double back and catch the man who had been away - in other words, make every call come sometime within that sixty days. This has worked out extremely well; we have now gone through one-half the period and our salesmen have made a high percentage of calls and have reached their man.

Mr. C. J. LaFluer, sales manager of the Larrode Milling Company, Detroit, Michigan, sends along the following suggestion as an aid to salesmen in making sure that they are working their territories thoroughly and getting the maximum yield of business out of them at the lowest cost per call:

While I was on the road I had a little system that worked out very well for me, and I am sure it would for you. I would put a black dot for all the dealers in my territory, a circle for the prospects, and a square for the calls that I made. I would try to change the squares to circles and put dots in the circles, because as you know, every time a dot is put in a circle is shows that the Larrode Milling Company has a new dealer.

There are many other ways in which the number of calls per day may be increased, among them reducing sales resistance by advertising and other forms of promotional effort. In this connection, the following testimony of W. K. Russell, general sales manager of the Duplicator Manufacturing Company is of interest:

"The biggest factor in increasing sales call efficiency, or cutting down the cost per call, is our persistent and extensive advertising campaign, both in national magazines of wide circulation and direct campaigns as well. The advertising campaigns have taken us out of the field of the unknown and has established for us a reputation as a business staple. This factor in itself naturally has broken down that tremendous resistance. "Who are you, where did you come from, how long have you been in business," etc., and instead our salesmen are invariably welcomed with open arms."

When the product is sold direct to the ultimate users, as is the case with

office appliances, educational courses, automobiles, office equipment, etc., it has been found that the number of calls can be materially increased by keeping a stream of "leads" going out to the salesmen. The Addressograph Company, Chicago, recently stated in a bulletin to the salesmen that the number of calls for the entire organization, as shown by reports, jumped from 3,685 during the month of February to 7,541 for the month of May -- practically double. The reason for the increase was a special "lead" campaign instituted during that month. Outside of the actual sales value of leads of this sort, it has been found that when you hand a salesman a lead or two in the morning it has a stimulating effect on his work for that day, and he invariably makes the call backs he has scheduled and works in the new calls as well. Left to their own devices, salesmen are quite likely to fall into the habit of calling back on a limited circle of prospects without devoting enough energy to adding new material.

GETTING MORE OUT OF EVERY CALL: It is not enough, however, to increase the number of calls made by the organization. Of still greater importance is the need of making calls more productive. These two features go hand in hand and cannot be separated. In addition to methods that deal more directly with developing salesmen into bigger business getters, which subject has already been covered, we find that subscribers are giving more careful consideration this year to the equipment which salesmen carry. In this connection, we offer the following information as being worthy of consideration.

Mr. P. S. Salisbury, Robt. H. Ingersoll & Brothers, New York City, makers of Ingersoll watches writes:

At the first of the year we gave the salesmen a new sales portfolio which has been instrumental, I think, in conserving the salesmen's time and cutting down the time spent on each call. The portfolio is laid out in what we believe to be the most logical and orderly method of putting the Ingersoll proposition up to a dealer, and I believe that a salesman

who uses this properly, accomplishes in fifteen minutes what it would take him one-half or three-quarters of an hour to do in the ordinary haphazard method of presentation. This portfolio shows our advertising efforts as they affect the dealer and show him how to get the most from the advertising. When the portfolio was laid out we anticipated easy selling for 1919, because we were quite sure the demand would exceed the supply and so we planned the portfolio to get dealer co-operation rather than immediate dealer orders. We wanted to train them to co-operate with us and to show them how to do it. We were not disappointed when we found that this method resulted in getting as much immediate business as a forcing method and it certainly is better building for the future.

Mr. Donald M. Wall, of the Luther Grinder Company, Milwaukee, makers of tool sharpeners, vices, etc, writes:

In regard to the salesman's portfolios, I wish to state that our Dealer men, all of whom make their territory about once in every six months, used to carry a portfolio five inches by seven inches in size. We have this year increased this portfolio to a size eight inches by ten inches and find that the larger photographs help them to sell our grinders much more readily, in fact we have been surprised that in many cases our men can sell just as many, if not more, grinders without samples, but with this new portfolio than they used to when carrying the samples and the old small portfolios. It has proven to us that good pictures, sufficiently large in size to give the hardware dealer a correct idea of just how the machine looks will go a long way to make the amount of the order of a good size. Also, one of the most important facts is that the portfolio which shows care and also that the firm has put some expense in it creates a better impression of the house than a small cheaper one. Our new portfolios have paid us many dollars this year and we suggest that other firms who are figuring to save expense on the size of these portfolios are "putting the cart before the horse."

Mr. E. K. Woodrow, of the Krohn-Fechheimer Company, makers of the Red Cross shoe, writes:

We have a very keen interest in the efficiency of the sales call and this we endeavor to improve by keeping the trade alive to who we are and what we are doing, and by standardizing our sales solicitations to dovetail with the advertising generally.

The background of our sales work is our trade paper advertising which we supplement with a mail campaign directed to prospects furnished by the salesman.

The proposition for the retailer is visualized to him by means of a portfolio carried by each salesman in which are shown the consumer advertising and samples of various sales helps designed to get business for the merchant.

The story we have to tell to each merchant is fully described in

a booklet provided the salesman, in which are included objections that may arise and the best answers we know of to those objections.

In effect this booklet is a sales manual, but we do not term it such in presenting it to the men. It is offered as a record for complication of the experiences of the men themselves.

Mr. G. B. Weber, of the Benjamin Electric Company, Chicago, electrical specialties, writes:

About eight years ago when the first increase in our Sales Organization took place, it was the practice to advise our men to sell the idea and not the product. In those days the variety of our product was very limited and there were no competitors of any consequence in the field. The men were then instructed that selling the idea meant that sooner or later, the prospect would buy our material provided conditions would warrant. It was the province of the salesmen at that time to see that such conditions were fully explained. It was his duty further to see that all jobbers were also acquainted with and sold on the idea.

When other companies began to manufacture articles similar in ideas, but varied in construction, our men did not change their method of selling, and, consequently, it very often occurred that after we sold the prospect on the idea, one of our competitors sold him on their product. It is now our instructions to our men to actually sell our product on the so called missionary trip, the idea being that if a customer has some of our products on trial when the conditions are not particularly ripe, or has no particular use for them at present, he will be in a position to know exactly what our product does when he is in need of a product of that character. Further, that due to finding out the good qualities from actual experience, it is a great deal harder job for our competitors to overcome these convictions to their sales talks.

We found that selling the idea left impressions which could be overcome and which were not permanent. The impressions, however, from material purchased and actually tried out were lasting and meant future orders. With these facts in mind, we developed a sample case which contained an assortment of material which we believe should be in the hands of retailers. We also developed carrying cases for bulkier products so that they might be shown direct to the consumer and in most cases shown in operation. We have found that the salesmen who actually display our product were our most successful men, and who not only sold material, but offered instructive criticism which we could not have gotten in any other way. These criticisms were developed during the course of discussion of the product by our salesman with the prospect.

Under the present idea of selling the product rather than the idea, we have found that the initial call is more productive and that repeated orders follow with greater regularity than if the customer ordered after the salesman's call.

The Kit or Display case is made up so that the customer would not be confronted with the entire display when the salesman opened the case.

Such a condition allowed to exist would distract the prospects attention from the device which the salesman was at that moment explaining to the prospect. Taking out each device one at a time, explaining it and placing it back out of sight, centered the attention of the prospect on one device at a time and gave him a distinct impression.

Mr. W. A. McDermid, sales manager of the Mennen Company, Newark, New Jersey, writes:

We have experienced very carefully with this problem and believe we have arrived at its solution. Most sample cases, we found, were too heavy. They did not have enough flexibility as to the addition of other products or the inclusion of data books and advertising material. Above all, they were usually so constructed that when a salesman placed them on a counter the dealer was more concerned about the fate of the nice finish of his counter than he was about the goods being displayed. We figured that economy in the matter of price for the right kind of a sample case was shortsighted and we went after securing the very best sample case that money could buy to solve these problems.

The first case that we made was of the finest kind of leather, such as is used in a brief case or portfolio, but considerably heavier. It was made with two big pockets to open up like a book so that the whole line lay before the customer in an instant. (Speed in opening is an asset for a good sample case.) We had big flexible pockets which contained supplementary material, order books, etc. We had a series of adjustable straps mounted on a detachable board on which the products could be mounted and which were adjustable for additions to the line.

The sample case was much lighter by comparison than any ever seen, and its quality was perfectly evident, so much so that many dealers were actually interested in the case itself and more willing to inspect the goods on that account. The interest which the obvious expensiveness and beauty of the case caused, more than offset the fact that it was really pretty expensive to build. We took pains to have the men keep these cases in excellent condition, and when they became damaged from long and continued handling we brought them back and had them restored by competent leather workers.

When it became necessary to secure more of these we improved them by abandoning the folding feature and making them exactly like a straight single portfolio with three gussets. This is quite large, the over all dimensions being 19 1/4 in. long x 12 in. high x 2 1/2 in. wide. One gusset contains the board to which the samples are attached and the other contains the advertising material, data books, etc.

The salesmen were very much elated over this bag for the reason that they can take the panel and hand the panel to the druggist. The druggist will then be holding the panel and can't help but view the whole line and unquestionably, the druggist will inquire as to 'this or that' product if he is not familiar with it.

This bag has many selling values as you will readily see. Also

when in checking up a druggist's stock, the druggist and the salesman walks over with the panel and they check against the panel. In this way the druggist can be shown how few of a line he carries if he don't carry the whole line, or just what is missing and so on.

We have had much less difficulty in getting our men to carry samples with them, because of the lightness of the case and its very distinguished appearance. The men are proud of them and this makes it easier to have the samples displayed.

Mr. Martin L. Pierce, merchandising manager of the Hoover Suction Sweeper Company, offers the following suggestion:

The most effective thing that we have done during the year is to have photographs made of orders being received at the factory and furnish these to the men so that they can, when talking to other dealers, show the exact orders that other dealers living in the same size town of the same electrical lighted population are ordering.

This is especially true where we are getting our dealers to anticipate their needs. It has been the custom in the past to limit future orders to ninety days. This has now been extended to one year, and it is our sincere wish to practically keep the output of our plant sold ahead for that length of time. Through the practice just mentioned this has all but been accomplished now.

ANALYZING THE REASONS BEHIND LOST CALLS: No matter how carefully the equipment may be worked out, or how thoroughly the presentation made, maximum results per call cannot be obtained unless some systematic method is installed to locate reasons for low sales call efficiency. It is not enough to know that a salesman made fifteen calls, five interviews and two sales. You must also know why the other three interviews were not productive. This brings up the inevitable question of salesman's reports. Along these lines we again quote Mr. Russell of the Duplicator Manufacturing Company, Chicago:

I believe we have one of the most efficient and helpful report systems ever created. We spent nearly a year in an effort to solve the salesmen's daily report problem, and we now have a system in which every last man in our entire organization throughout the country cooperates to the fullest extent. It would take several pages to describe this system in detail, but I can give you here the dominant thought behind it.

When our system was finally completed, the first thing we did was to describe it in detail to the men in the field. We told them why they were to report, how their reports were handled at the home office and

and where they benefitted the salesmen on the ground. We showed the process of routine from the time the salesmen make out the reports until the information which they give comes back to them in such a way as to be very helpful in closing sales. I believe that if the average concern demanding daily reports from their salesmen would tell these fellows just why they are reporting and show them where and how the reports are used to great advantage, they would get better co-operation. We couldn't get co-operation until we thought it all out and established this present system. Today it is 100 percent efficient. This report system has been the means of encouraging concentrated effort on the part of every salesman and naturally results in increased sales efficiency.

At the end of every month we sent to each salesman the results of his calls during the month. These results are charted for each territory and point out every weakness in every salesman, so that he can study this summary of his efforts and make an effort to improve. The results of each call are tabulated from day to day and at the end of the month the summary shows each man every move he made and where he was weak and where he was strong -- another method of increasing sales call efficiency.

Mr. Russell also submits an analysis he made of the calls made by his salesmen for the month of March (these figures show only calls on prospects, an analysis of calls made on users is shown on the same form.)

DAILY PROSPECT CALL REPORT																															
Name		From										Office																			
Street		Business																													
Town		State																													
See		Title										Dept.																			
Room		Phone																													
CALLED		Send Advertising?		YES		CHECK USES		CHECK LEAD		CHECK RESULT OF CALL																					
No.	Date	Send Advertising?		YES		Nat'l Adv.		Direct Adv.		1 Call Back																					
		Send Advertising?		NO		Newspaper		Misc.		2 Busy or Out																					
CHECK USES		CHECK USES		CHECK USES		CHECK USES		CHECK USES		3 Appt. for Demo.																					
A	Comb'n Order System	G	Stock Sheets	M	Requisitions	P	Charts and Graphs	R	4 Devising System																						
B	Pencil	"	H	Inventory	N	Blank Forms	S	5 No Progress																							
C	Accounting Forms	I	Cost Sheets	O	Reports	T	6 Agrees to Trial																								
D	Factory Work Orders	J	Specifications	P	Number Masters	U	7 Objects to Price																								
E	Bulletins	K	Bids	Q	Number Copies	V	8 " " Gelatine																								
F	Price Changes	L	Drawings	W		X	9 " " Purple																								
Remarks										10 " " Hand Writing																					
										11 May Develop Later																					
										12 Difficult Personality																					
										13 Going to See Others																					
										14 Replace Hand Process																					
										15 " Carbon "																					
										16 " Stencil "																					
										17 Looking for Use																					
										18 Insufficient Use																					
										19 Sold																					
										20 Demonstration O.K.																					
										21 Trial Failed																					
										22 No Application																					
Signed										Salesman																					

A Style of Salesman's Report found effective in increasing sales call efficiency for the Duplicator Mfg. Co.

1	Appointment	40
2	Agrees to trial	17
3	Busy or Out	84
4	Changing System	6
5	Replacing	10
6	Replacing	9
7	Replacing	9
8	Replacing Carbon	2
9	Difficult Personality	5
10	Dislikes Gelatin	2
11	Objects to Price	20
12	Objects to Purple	4
13	Objects to Hand Writ	
14	Subordinate Objects	1
15	Ultra-conservative	19
16	Going to see others	
17	Failed	3
18	Sold	21
19	Demonstration Good	42
20	Appt. for Demonstr.	14
21	Competition E.F.	
22	Competition F.F.	3
	TOTAL CALLS	550
	No. Sales	69
	% Effective Calls	11
	Trials Out	6
	Trials Placed for Year	11
	Trials Closed for Year	6
	Trials Returned for Year	3
	% Failures for Year	27

Another subscriber, George E. Malone, sales manager of the Dayton Spice Mills Company, also attaches importance to the use of reports in keeping tab on the efficiency of salesmen in calling on the trade. His letter follows:

"Each day the salesman sends us a detail report, giving the names and street address of every dealer called on in the various towns visited and in connection with this, he reports, by designation, the names of the various dealers who are handling our product. He also indicates the new customers which are secured. After this report is made up, the salesman recapitulates the information, giving the number of dealers called on, how many new customers were sold during the day, the number of orders secured and the total pounds of goods sold. As we receive these recapitulation reports from day to day, we ourselves recapitulate on a weekly report sheet, so that at the end of the week we have before us, the total number of dealers called on during the week, how many were found handling our product and by subtracting this latter amount from the former, it shows how many dealers were called on who did not handle our product. We, therefore, can quickly see how many new customers were sold for the number of chances offered. Having constantly before the salesman's traveling expense, salary and value of advertising used, we can quickly determine how much each call cost, how

much each sale cost and the sales cost per hundred pounds of our product. We are confident that a great many concerns would be surprised to know how much it costs them every time their sales representative steps his foot on the prospect's door-sill. A conservative estimate in our line is one dollar per call. We therefore, point out to our salesmen how very very important it is if it costs the salesman one dollar for each prospect interviewed to say something worth while when the salesman gets the prospect's attention.

One of the draw backs to any system of reports is that they place more or less of a task on the sales manager's shoulders. If a report system is worth while at all it must be followed by the sales manager himself and not used as a time clock for keeping tab on salesmen. Some sales managers are substituting intimate personal letters for reports, or else supplementing a purely routine report with field letters. The Seamans & Cobb Company, Boston, Mass. are developing salesmen along these lines by having them submit difficult selling situations, which are in turn put up to the whole sales organization, the replies from the salesmen afterwards being condensed and duplicated for the benefit of the whole organization. A letter of this kind to the salesmen follows:

TO ALL SALESMEN

A SEACO salesman writes, stating in effect, that he had called upon a large manufacturer of overalls, and made an effort to sell him some of our thread. Here are the points in his interview:

No. 1 The house has been buying our Buttonhole and Serging Thread, but has not been buying our No. 30 unbleached Silk Wabash which would be a good thread for their stitching.

No. 2 The salesman talked quality until he was "blue in the face" but all the buyer would say is "What is the price?"

No. 3 The salesman refused to tell the price, but insisted that the buyer take the sample tube offered, and get a report on its use from his operators. The salesman hoped that if this thread was used on the machines the report would be so satisfactory that the few cents difference in the price of the tube might not stand in the way.

No. 4 The salesman wants to know whether he made a mistake in not telling the price. His reason for not telling was the belief that if the buyer knew the price, he would say it was too high, when as a matter of fact, he would not know whether the price was too high or not, for he

could not know the VALUE of the thread without trying it.

No. 5 The salesman maintains that as the buyer did not know the price, he had no ground on which to turn it down. If the buyer tried the thread and learned its quality, the salesman figured he might be able to make the sale - regardless of price.

Now - do you believe this salesman was right in handling the interview as he did?

If not, why not?

If you think he was right, why do you think so?

As a matter of COOPERATION, please reply.

It has been found that one of the best ways to get salesmen to work in closer touch with the office is to equip the men with light weight folding typewriters. One manufacturer of this type of typewriter has recently put out a handsome travelling bag, with a "lower story" which holds the typewriter. In using it the salesmen usually leave the typewriter at the hotel, and carry their price lists, samples, etc., in place of it when calling on the trade. After a salesman has learned to operate a typewriter he loses his natural resentment against having to write to the office, as less effort is required. It is also easier for the office to read the letters, and it further enables the salesmen to conduct necessary correspondence with customers, thereby saving stenographer's fees, which help to swell an expense account although they sometimes come disguised as meals or mileage.

There are many other aspects of this problem, but those presented here indicate some of the main points of attack common to nearly every line of business. Other reports bearing directly on the subject which may be consulted in your files (we can furnish copies to recent subscribers at \$1.50 each) are:

SALESMAN'S AUTO ALLOWANCES & UPKEEP PRACTICES	Serial Number	S28
SALESMAN'S REPORT FORMS AND CHECK UP METHODS	"	S23
SALES MANUAL SUGGESTIONS AND IDEAS	"	S19
DEVELOPING MEDIocre INTO FIRST CLASS SALESMEN (\$1.00)	"	\$35

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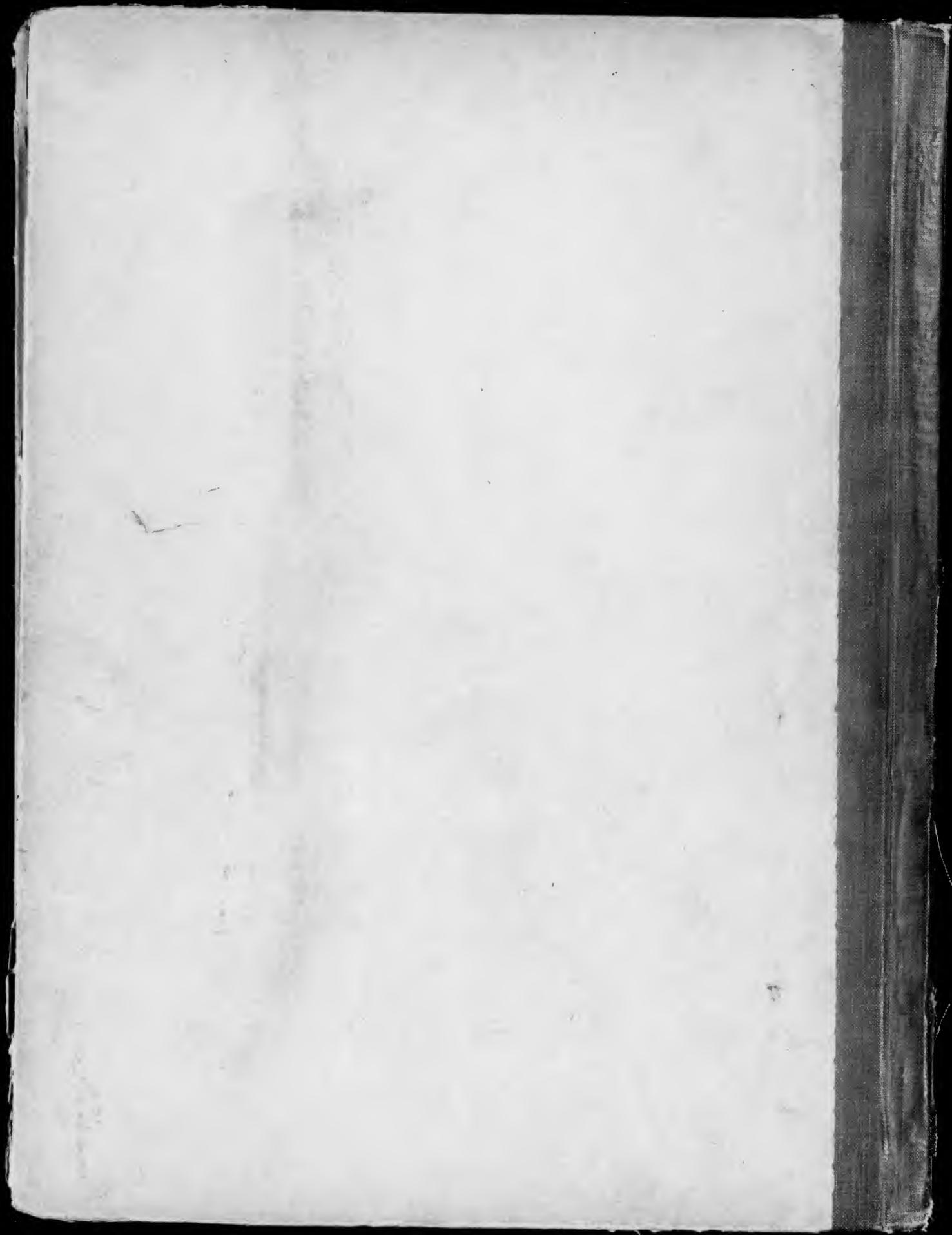
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